

005-57-2379

9-6162

10 AUG 1957

The Honorable Harris Ellsworth  
Chairman, Civil Service Commission  
Washington 25, D. C.

Dear Mr. Ellsworth:

The Suggestion Awards Committee of this Agency has voted to recommend an award for a suggestion which achieved "Exceptional Benefits of General Application" in the field of intelligence dissemination affecting not only this Agency, but the entire Intelligence Community.

In our use of the term "Intelligence Community" we include the following:

Departments of State, Army, Navy, Air; The Joint Chiefs of Staff; The Secretary of Defense; The National Security Agency; The Operations Coordinating Board; The Atomic Energy Commission; The Treasury Department (Foreign Assets Control and Coast Guard); The Department of Commerce (Bureau of Foreign Commerce); The Department of Justice (Federal Bureau of Investigation and Immigration and Naturalization Service); The International Cooperation Administration; The United States Information Agency; and such other elements of the Executive Branch which have established a need for these Intelligence Reports.

The recommendation to reward this achievement of four Headquarters employees is for a total sum of  to be divided as follows:

25X1

25X1

The position of our Agency in this matter is fully supported in the attached file.

I earnestly recommend that the Civil Service Commission approve our recommendation for this award. I am convinced that the contribution is highly exceptional and unusually outstanding as required by Section 304(g) of the Government Employees' Incentive Awards Act (763, 83rd Congress).

Sincerely,

SECRET  
C. P. Cabell  
Lieutenant General, USAF  
Acting Director

MgtS/SAS:JKL:eh  
Rewritten: ADD/S:HGL:mrp (6 Aug 57)  
Distribution:

- Orig & 2 - Addressee
- ✓ 1 - ER
- 1 - A-DCI ( - )
- 1 - DD/P
- 1 - Mgmt Staff
- 1 - Mgmt Staff/SAS
- 1 - D/Personnel
- 1 - Comptroller
- 2 - DD/S

**SECRET**

19 July 1957

TO: Director of Central Intelligence

VIA: Acting Deputy Director (Support)

SUBJECT: Employee Awards - Intelligence Information Reporting  
and Dissemination Improvements

This memorandum contains a recommendation submitted for your approval. Such recommendation is contained in paragraph 4.

1. **PROBLEM:**

What awards are proper to recognize adequately, the suggestions of four CIA employees which contributed to improved intelligence information reporting and dissemination to the Intelligence Community.

2. **FACTS BEARING ON THE PROBLEM:**

- a. In our use of the term "Intelligence Community" we include the following:

Departments of State, Army, Navy, Air; The Joint Chiefs of Staff; The Secretary of Defense; The National Security Agency; The Operations Coordinating Board; The Atomic Energy Commission; The Treasury Department (Foreign Assets Control and Coast Guard); The Department of Commerce (Bureau of Foreign Commerce); The Department of Justice (Federal Bureau of Investigation and Immigration and Naturalization Service); The International Cooperation Administration; the United States Information Agency; and such other elements of the Executive Branch which have established a need for these Intelligence reports.

- b. Old System - Before June 1956, "hot" positive intelligence information obtained by Clandestine Services (CS) was usually given an externally teletyped-internally dittoed preliminary dissemination as "PD Reports" (PD); then followed up at some later date by similarly worded, editorially perfected and multilithed Clandestine Services Reports (CS Follow-ups). Examination of Tab A at this point is essential to see the gross aspects of the old system.

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- c. New System - In June 1956, the PD-CS Follow-ups were replaced by a single new Teletype Dissemination Report (TD). Follow-ups were eliminated. All "hot" positive intelligence information is now given a single timely dissemination which reduced teletype traffic by approximately 75%. The bulk of all dissemination, both internal and external, is now multilithed and hand carried to the customer (mentioned in a. above) by fast courier. Examination of Tabs B and C at this point is essential to see the effect of the change.
- d. Line of Duty Status - None of these employees is concerned with establishing reporting procedures. Their duty status is clearly that of using, digesting, evaluating or typing the reports.
- e. Recap of Suggestions - Four employees in three suggestions proposed substantial changes in reporting and dissemination methods. These suggestions also served as catalysts for subsequent improvements by others.

(1) [REDACTED] 25X1  
WE/[REDACTED] DD/P, jointly proposed a simultaneous preparation of PD and CS Follow-up Reports to eliminate separate ditto and multilith preparations.

(2) [REDACTED] 25X1  
FE, DD/P, noted RQM's consideration of the preceding suggestion; then assailed the reports system as a whole, strongly urging elimination of the follow-up itself.

(3) [REDACTED] 25X1  
Cable Secretariat, O/DCI, recommended a sterilization process during the original typing of PD's, to provide that all information required to be masked out for sterilization be placed either on a special form, or typed on a separate ditto Form 12.

- f. Other Contributions - Official evaluators completed favorable initial evaluations. Concerned supervising officers also found these suggestions basically sound. Stimulated by suggesters' proposals, 8 concerned officers of several major components [REDACTED] 25X1

[REDACTED] began the time consuming and involved process of tearing the suggestions apart, reworking them, discarding unworkable parts after trial and developing new

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procedures to meet difficult administrative and technical operating problems not even contemplated in the original suggestions. Ultimately, the combined contributions of the suggester-operator-staff team paid off in development and installation of the present effective and workable TD System.

### 3. DISCUSSION

#### a. Advantages of New System

Adoption of the new system prevented writing, typing, editing, disseminating and other processing of approximately [ ] CS Follow-up Reports each year. This has saved, and will continue to save each year, at least [ ] man-hours on the part of all CIA/DD/P personnel who are concerned with these CS Reports. (RQM estimates [ ] man-hours and Cable Secretariat estimates [ ] man-hours.) An analysis submitted by RQM as to grade levels of personnel throughout DD/P who deal with these reports produces a dollar translation of these man-hours in the amount of approximately [ ] annually.

In addition to these savings there are other categories of savings which do not lend themselves to a dollar assessment without very costly expenditures of time. This Agency has taken into consideration the great benefits accruing to the members of the entire Intelligence Community. Therefore these suggestions would not be subject to referral to those agencies for additional award consideration.

The Committee feels that recognition of savings in these categories can be made via the intangible award procedure:

- Category 1 - The elimination of a number of writings and rewritings, typings and retypings, editings and re-editings, and coordinations of each CS follow-up report issued.
- Category 2 - Curtailment of extensive teletype transmission by the Signal Center; elimination of an extra reproduction and dissemination by Printing Plant #2, Office of Logistics; simplification of sterilization practices for DD/P and Cable Secretariat.
- Category 3 - Elimination of extensive and excessive duplicate mail handlings, receiptings, loggings, readings, extractions and filings throughout

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the Agency. It also follows, of course, that this last category of savings was extended throughout the entire Intelligence Community.

In summary, as a result of these improvements, the reporting work load has been cut more than half (see Tabs B and C) and backlogs of routine CS Reports have been substantially reduced.

While the above shows a substantial cut in man-hours previously consumed, no personnel have been eliminated. Rather, improved utilization of time on the part of personnel handling CS Reports in DD/P has contributed to better quality finished intelligence reports now being written, with corresponding improvements in customer services and evaluations. Furthermore, Reports Officers now have more time to devote to such essential and sometimes previously neglected Intelligence Officer functions as: developing requirements; directing field collection efforts; providing guidance to field personnel in producing more pertinent, accurate and complete reports.

The new procedures, systems and forms completely proved themselves during the past year of actual operations, particularly during the Middle East and Hungarian crises.

b. Recommendations of the Evaluators

In a final evaluation (Tab E) the Chief, [ ]/DDP, Cable Secretary, O/DCI, and Chief, Records Management Staff/Mgt/S, DD/S, jointly recommended adoption.

25X1

c. Recommendations of the Suggestion Awards Committee

After lengthy and careful study the Committee recommended a total award for Suggestions [ ] in the amount of [ ] for present and continuing "Exceptional Intangible Benefits of General Application" and [ ] Tangible Savings of an estimated [ ] in the first year of adoption. This total of [ ] to be rounded off to [ ] and divided as follows:

25X1

25X1

25X1

25X1

[Redacted Box]

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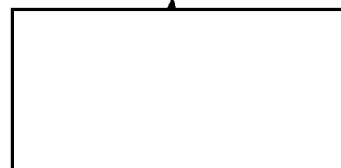
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The Committee then recommended an award for Suggestion [ ] in the amount of [ ] for "Moderate Intangible Benefits of General Application" and [ ] for Tangible savings estimated at [ ] in the first year of adoption - this total to be rounded off to [ ] Both of these motions were voted upon and were unanimously carried.

4. RECOMMENDATION

It is recommended that you approve these awards, as described in paragraph 3c above, and that you approve the release of this Staff Study together with the attached letter to the Civil Service Commission.

FOR THE SUGGESTION AWARDS COMMITTEE:



Chairman

ANNEXES:

- Tab A - Diagram of Old System
- Tab B - Diagram of New System  
June '56 to Jan. '57
- Tab C - Diagram of New System now  
in effect
- Tab D - Memo re Additional Recognition of Staff Officers
- Tab E - Final Joint Evaluation

CONCURRENCE:



Chief of Operations, DD/P

23 JUL 1957

Date

The recommendation in paragraph 4 is Approved:

10 AUG 1957

Date

C. P. Cabell  
Lieutenant General, USAF

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Acting Director of Central Intelligence

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SUBJECT: Employee Awards - Intelligence Information Reporting  
and Dissemination Improvements

DISTRIBUTION: *Ingmt. Staff*

Orig. & 4 - ~~DCI~~ (3 of which to go to  
Civil Service Commission

~~1 - DD/S~~

1 - Executive Registry 1-~~DCI~~ 1-~~DDCI~~

~~2~~ - DD/S

1-*Ingmt/SAS*

1 - Mgt/S

1-*Comptroller*

1 - DD/P

1-*Personnel*

*S/S*  
Mgt/S/JKL:ee (19 July 1957)

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Approved For Release 2003/05/23 : CIA-RDP80B01676R000700220013-9

|                    | PD<br>REPORT | BEFORE<br>DISSEM-<br>INATION | AFTER<br>DISSEM-<br>INATION   | CS<br>FOLLOW-UP<br>REPORT | BEFORE<br>DISSEM-<br>INATION | AFTER<br>DISSEM-<br>INATION   |
|--------------------|--------------|------------------------------|---|---------------------------|------------------------------|---|
| ORGANIZATION       | PD REPORT    |                              | DESCRIPTION<br>OF<br>PROCEDURE  | CS<br>FOLLOW-UP<br>REPORT |                              | DESCRIPTION<br>OF<br>PROCEDURE  |
| AREA<br>BRANCH     |              |                              | 1. Writes Report<br>2. Types Draft<br>3. Edits<br>4. Types Ditto<br>Master                                  |                           |                              | 19. Updates-Refines<br>PD; Writes New<br>CS Follow-up<br>20. Types Draft<br>21. Edits<br>22. Types O/Master |
| AREA<br>DIVISION   |              |                              | 5. Reviews and<br>Edits<br>6. Corrects or<br>Retypes<br>7. Coordinates                                      |                           |                              | 23. Reviews-Edits<br>24. Corrects or<br>Retypes<br>25. Coordinates  |
| RQM/RC             |              |                              | 8. Reviews and<br>Edits<br>9. Corrects or<br>Retypes<br>10. Releases  |                           |                              | 26. Reviews-Edits<br>27. Corrects or<br>Retypes<br>28. Releases   |
| CABLE<br>SECRETARY |              |                              | 11. Processes and<br>Passes Copy to<br>Signal Center<br>12. Dittos Copies<br>13. Disseminates<br>Few Copies |                           |                              |   |
| SIGNAL<br>CENTER   |              |                              | 14. Processes<br>15. Transmits by<br>Teletype -<br>Extensive Basis  |                           |                              |   |
| OL/PSD<br>PLANT #2 |              |                              |   |                           |                              | 29. Processes<br>30. Multiliths<br>Copies<br>31. Disseminates,<br>Same Basis as<br>Other CS Rpts.           |
| INTERNAL<br>CIA    |              |                              | 16. Reads Confirm-<br>ation Copy<br>17. Extracts or<br>Files<br>18. Action (if<br>Required)                 |                           |                              | 32. Reads Confirm-<br>ation Copy<br>33. Relates to PD<br>34. Extracts-Files<br>35. Action (if<br>Required)  |
| EXTERNAL<br>CIA    |              |                              | 16. Reads Inform-<br>ation Copy<br>17. Extracts or<br>Files<br>18. Action (if<br>Required)                  |                           |                              | 32. Reads Inform-<br>ation Copy<br>33. Relates to PD<br>34. Extracts-Files<br>35. Action (if<br>Required)   |

TOTAL  
ACTIONS

18 plus 17 = 35

OLD SYSTEM - (SMALL DETAILS OMITTED)

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Approved For Release 2003/05/23 : CIA-RDP80B01676R000700220013-9

| <p>TD REPORT</p>       | <p>BEFORE DISSEMINATION</p>    | <p>AFTER DISSEMINATION</p>   |
|------------------------|--------------------------------|--|
| <p>ORGANIZATION</p>    | <p>SECRET</p> <p>TD REPORT</p> | <p>DESCRIPTION<br/>of<br/>PROCEDURE</p>  |
| <p>AREA BRANCH</p>     | <p>↓</p>                       | <p>1. Writes Report<br/>2. Types Draft<br/>3. Edits<br/>4. Types Offset Master</p>   |
| <p>AREA DIVISION</p>   | <p>↓</p>                       | <p>5. Reviews and Edits<br/>6. Corrects or Retypes<br/>7. Coordinates</p>  |
| <p>RQM/RC</p>          | <p>↓</p>                       | <p>8. Reviews and Edits<br/>9. Corrects or Retypes<br/>10. Releases</p>  |
| <p>CABLE SECRETARY</p> | <p>↓</p>                       | <p>11. Processes; Passes Copy<br/>to Signal Center<br/>12. Produces Multilithed<br/>Copies<br/>13. Disseminates LARGE<br/>Number of Copies</p> |
| <p>SIGNAL CENTER</p>   | <p>↓</p>                       | <p>14. Processes<br/>15. Transmits by Teletype -<br/>Limited Basis</p>   |
| <p>INTERNAL CIA</p>    | <p>↓</p>                       | <p>16. Reads Confirmation Copy<br/>17. Extracts or Files<br/>18. Action (if Required)</p>  |
| <p>EXTERNAL CIA</p>    | <p>↓</p>                       | <p>16. Reads Information Copy<br/>17. Extracts or Files<br/>18. Action (if Required)</p>   |
| <p>TOTAL ACTIONS</p>   | <p>.....</p>                   | <p>.....18</p>   |











NEW SYSTEM • JUN '56-JAN '57 • (SMALL DETAILS OMITTED)

Approved For Release 2003/05/23 : CIA-RDP80B01676R000700220013-9

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Approved For Release 2003/05/23 : CIA-RDP80B01676R000700220013-9

|  TD REPORT |  BEFORE DISSEMINATION |  AFTER DISSEMINATION                             |
|---|--|---|
| ORGANIZATION  |  TD REPORT            | DESCRIPTION<br>of<br>PROCEDURE  |
| AREA BRANCH   |                       | 1. Writes Report<br>2. Types Draft<br>3. Edits<br>4. Types Offset Master Set  |
| AREA DIVISION   |                       | 5. Reviews and Edits<br>6. Corrects or Retypes<br>7. Coordinates<br>8. Releases   |
| CABLE SECRETARY   |                       | 9. Processes; Passes Copy to Signal Center<br>10. Produces Multilithed Copies<br>11. Disseminates <u>Extensive</u> Number of Copies |
| SIGNAL CENTER   |                     | 12. Processes<br>13. Transmits by Teletype - <u>Limited</u> Basis   |
| INTERNAL CIA  |                     | 14. Reads Conformation Copy<br>15. Extracts or Files<br>16. Action (if Required)  |
| EXTERNAL CIA  |                     | 14. Reads Information Copy<br>15. Extracts or Files<br>16. Action (if Required)   |
| TOTAL ACTIONS.....  |  | .....16   |

NEW SYSTEM • FEB '57 - PRESENT • (SMALL DETAILS OMITTED)

Approved For Release 2003/05/23 : CIA-RDP80B01676R000700220013-9

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Memorandum of 2 April 1957 from Gordon M. Stewart, Director of Personnel (Formerly Chief, Foreign Intelligence), SUBJECT: Awards for the Revision of PD Form and Followup Procedure

This memorandum sets forth in considerable detail, the complete complicated story of the changes made in CIA's PD Dissemination System and gives credit to the many other people, other than the Suggesters, whose work and ideas were of vital importance in these developments.

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2 APR 1957

MEMORANDUM TO: Chairman of the Suggestion Awards Committee

SUBJECT : Awards for the Revision of PD Form and  
Followup Procedure

1. I have read with interest the recommendations relative to Employee Incentive awards for three suggestions designed to improve and speed up DD/P disseminations of significant and timely intelligence information. This memorandum, however, does not begin to tell the complicated story of the changes made in our dissemination system or to give credit to the many other people whose work and suggestions were of vital importance in these developments. Since much of this work was done by members of the Foreign Intelligence Staff during my tour of duty as Chief, Foreign Intelligence, I believe that these contributions should be made a matter of record.

2. In the first place, the suggestion for the elimination of the P.D. or T.D. follow-up was not a procedural or ideological "breakthrough"; it did not spring to life full-panoplied, as Athena from the brow of Zeus. The wastefulness of doing the same thing twice was long recognized. The first successful attempt to solve the problem was made in mid-1952 when RC devised this procedure for routine PD's: the report was typed on a multilith mat and run off by Reproduction. The text was pasted on a cable form and sent to Cable Secretary for teletype transmission. This system enjoyed great success. It eliminated the follow-up in most cases, and was received with delight by the Reports Officers. This time-and money-saving procedure had to be abandoned in early 1954, however, when Cable Secretary adopted the new snap-cut, carbon-copy cable form which universally eliminated the re-typing of all cables and teletype messages. Then, RC had to go back to the double typing of TD's, but it was planned to devise some system to enable a revival of the one-shot procedure. And, when a plan was worked out later, although it did use some of the ideas of the Incentive Suggesters, it was forced more by circumstances than by the suggestions. Crisis situations in world affairs had so multiplied, with TD's following suit, that it was no longer possible to tolerate dual typing. Furthermore, the final system put into effect was the result largely of the inability of Signal Center to take care of the enormous volume of traffic.

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3. The development of new procedures to eliminate the CS follow-up dissemination and accelerate the dissemination of timely information to customers, although stimulated by the three employee suggestions under consideration, was a time-consuming and involved administrative and technical operation that required the services of personnel in several components of the agency. In order that our dissemination procedures might be revised, it was necessary to undertake the following:

a. Survey all customer agencies regularly receiving the old Preliminary Dissemination, to determine their need for permanent copies of information reports, changes in routing and distribution systems that would result from revision of dissemination procedures, and effect of such revision, if any, on the efficiency of CIA intelligence distribution systems. Our survey showed that only the State Department would be seriously affected by the change. Lengthy negotiations were conducted with State before a reasonably satisfactory system could be worked out.

b. Revision of Cable Secretariat procedures, including conversion to multilith reproduction, development of efficient masking and sanitation procedures, and dispatch of all possible teletype disseminations by messenger to reduce the load on Signal Center.

c. Design and preparation of new multilith forms. All forms passed through several complete drafts.

d. Preparation of detailed instructions on use of new forms for reports officers in operating divisions.

e. Testing courier runs to ascertain if routine teletype disseminations could be delivered to customer agencies in sufficient time. The DD/P requested the development of such a system in order to reduce the traffic load on signal center.

f. Instructing operating divisions and other interested personnel in the operation of the new system.

g. Testing the new dissemination for bugs and eliminating them.

4. These tasks, which were performed in the period from autumn 1955 to the initiation of the new dissemination system on 1 June 1956, required the services of a sizeable contingent of medium-and upper-level personnel. While not, of course, in any way responsible for originating the employee suggestions under reference, these people took the suggestions apart and

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reworked them, discarded unworkable parts after trial, and developed new procedures to meet problems not contemplated in the suggestions. They built an efficient and workable dissemination program from the suggestions under reference. The persons principally concerned in developing the teletype dissemination program were:

[redacted] Initiated program for elimination of follow-ups to preliminary disseminations; consulted customer agencies relative to effect of such elimination on their distribution and filing systems; maintained high-level liaison on project with operating divisions and senior staffs; gave general supervision to project.

25X1

25X1

[redacted] gave general supervision to project and continued high-level liaison on project. At all times served as advisor to personnel implementing the project. Because of his lengthy experience in intelligence reports, [redacted] role of advisor was a unique and major factor in the successful completion of this project.

25X1

25X1

[redacted] assisted in the preparation of forms for teletype disseminations and preparation of instructions for their use. After March 1956, he supervised the work of this project.

[redacted] Supervised such reorganization of Cable Secretariat as was required to put new T.D. system into effect, and assisted in revisions of draft forms.

25X1

[redacted] Maintained liaison with Forms Control, supervised the development of procedures and instructions for the new system and assisted in the preparation of required new forms.

25X1

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[redacted]  
assisted in drafting required forms,  
particularly Form IK-2, and formulating  
Cable Secretariat procedures for processing  
T.D.'s.

25X1

[redacted]  
[redacted] designed the teletype dissemination  
forms. His work on these forms, done under  
heavy pressure of other work, was more than a  
major contribution to its success. It is not  
too much to say that [redacted] success in  
developing the new form was absolutely vital  
to effecting the new system.

25X1

25X1

[redacted] assisted in  
developing T.D. forms, prepared detailed pro-  
cedures and instructions for their use,  
consulted operating divisions and other  
organizational components relative to such  
procedures and instructions. His work on this  
project, which was of a uniformly high caliber,  
was a major factor in its successful completion.

5. Under the regulations governing the Employee Incentive programs, these persons can receive no financial reward for their considerable role in revamping the DD/P system for the dissemination of significant and timely information. It is only fair to say, furthermore, that they desire no such reward. I believe, however, that all those listed in paragraph 4. above, deserve some recognition for their achievement. I recommend that competent authority place in the personnel file of each individual named in paragraph 4 a statement setting forth the part that each played in the establishment of the teletype dissemination system.

[redacted]  
GORDON M. STEWART  
Director of Personnel

25X1



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25X1

Evaluation of Employee Suggestions

This final joint evaluation sets forth in great detail, and summarizes the past history in the development and implementation of these suggestions. It also suggests awards to suggesters.

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USE LETTEREX TO MAKE  
NOTE: COPIES, IF THEY ARE  
REQUIRED.

| EVALUATION OF EMPLOYEE SUGGESTION  |  | SUGGESTION NUMBER                                      |
|--|--|--|
| TO: EXECUTIVE SECRETARY,<br>INCENTIVE AWARDS COMMITTEE   |  | FROM: C/[ ] Cable Secretariat, & C/RMS                 |
| ACTION RECOMMENDED   |  | 25X1   |
| INDICATE ACTION<br>RECOMMENDED BY<br>PLACING ACTION<br>NUMBER IN BOX<br><br><div style="border: 1px solid black; display: inline-block; padding: 2px;">1</div>   | 1. ADOPT FOR USE. (DATE ADOPTED <u>June 1956</u> )<br>2. ALREADY IN EFFECT BUT THIS SUGGESTION MAKES ADDED CONTRIBUTION. (SPECIFY BELOW)<br>3. DISAPPROVED FOR ADOPTION.<br>4. ALREADY IN EFFECT AND NO PART OF THIS SUGGESTION MAKES ADDED CONTRIBUTION.<br>5. REQUIRE FURTHER STUDY. (EXPECTED DATE OF COMPLETION _____)<br>6. OTHER (SPECIFY BELOW)<br>7. REFER SUGGESTION TO _____ (OTHER COMPONENT) | 25X1   |
| REASONS FOR RECOMMENDATION   |  |  |
| <p>In order to guide the Incentive Awards Committee in making final determination, an analysis of the anticipated first year's savings and/or other benefits should be shown here. If applicable, indicate and explain below proposed disposition of savings as (1) allotment savings, (2) increased output at same cost or (3) application of resources saved to some other necessary activity. If suggestion contains intangible value, such as morale, safety, etc., please indicate the extent of the area which you think the suggestion will affect, i.e.: the immediate area, office-wide, Agency-wide. Attach additional sheet if more space is needed.</p> <p>1. SUMMARY OF SUGGESTIONS</p> <p>Four suggesters in three suggestions proposed major changes in systems, procedures and forms used by CIA to report and disseminate "hot" (significant and timely) positive intelligence information to the intelligence community.</p> <p>a. SUGGESTION [ ] (TAB A) - "That a system of simultaneous preparation of Preliminary Disseminations and followups be initiated through the use of an adaptation of Form 51-4AA (Test), Dual Master ("snap-out" form). This would replace the current procedure of requiring two separate processes in the preparation of PDs and followups: the first on a ditto master, the second on multilith."</p> <p>b. SUGGESTION [ ] (TAB B) - "... The elimination of the present DD/P practice of disseminating multilith CS follow-ups of reports already disseminated in PD form. ... arguments in this suggestion have therefore been aimed against the reports system as it presently exists."</p> <p>c. SUGGESTION [ ] (TAB C) - "in the original typing of a PD, I suggest that either: a. A special form be used for PDs which would provide for the placement within a prescribed area all of the information to be masked out in the preparation of sterilized copies, or b. A separate page be used (using the present Form 12) on which would be typed all of the info not to be included on the sterilized copies."</p> <p>2. REFERENCES (TAB D)</p> <p>a. 23 Mar. 55 memo from Chief, Reports Control for Chief FI/[ ] re Suggestion [ ]</p> <p>b. 6 July 55 evaluation of Suggestion [ ] by Chief, Reports Control.</p> <p>c. 13 July 55 Comment # 2 from C/RC to [ ] DD/P/PPC re Suggestion [ ]</p> |  |  |
| DATE   |  | SIGNATURE OF EVALUATING OFFICIAL (Type name and title) |
| 4 April 1957   |  | See Page 4 for Signatures                              |

SUGGESTION [ ]

- d. 29 July 55 evaluation of Suggestion [ ] by C/FI/[ ] 25X1  
25X1
- e. 19 Aug. 55 memo from Deputy Cable Secretariat to Chairman, Incentive Awards Committee, Subject: Suggestion [ ] 25X1
- f. Undated (Mar.-Apr. 56) Comment #4 from [ ] FI/RQM/RC to Incentive Awards Committee re Suggestion [ ] 25X1  
25X1
- g. 17 May 56 Memo from [ ] DC/[ ] to [ ] re manpower data as related to all three suggestions. 25X1  
25X1
- h. 28 Dec. 56 evaluation of all three suggestions by C/Records Management Staff.
- i. 8 Jun 57 Memo for Record re conversation between [ ] C/RMS 25X1  
and [ ] O&M Staff (DD/S area).
- j. Undated (compiled about 21 Jan 57) supplement to 28 Dec. 56 RMS evaluation, explaining computation of tangible savings. Prepared for Secretary, Suggestions Awards Staff by [ ] 25X1  
Attachment to the Committee's 22 Jan. 57 brief.
- k. 8 Feb. 57 memo from [ ] Commo, to Chief OC-S re suggestions [ ] 25X1  
[ ] 25X1

3. WHEN ADOPTED

The suggestions, though somewhat modified by the evaluating components, (TAB E) were adopted in principle early in June 1956. The new procedures, systems and forms which finally stemmed from these suggestions have completely proved themselves during the past eight months of actual operations which have included both [ ]  
[ ] They are vastly superior to any previous methods. 25X1

4. OLD SYSTEM - DISADVANTAGES

Prior to June 1956, advanced and sometimes condensed versions of significant and timely positive intelligence information reports were given priority handling and initial issuance as "PD" (Preliminary Dissemination) Reports. (TAB F) For the most part, PDs were teletyped for distribution, primarily to the policy making level of Government officials. A limited number of dittoed confirmation copies, some of which were sterilized, were disseminated within CIA. These PD Reports were then followed-up as soon as possible (delays might range from several days or a week to as much as several months) by a regular multilithed "CS" (Clandestine Services) Report. Except for minor editorial improvements, occasional added comments, etc., CS Follow-up Reports rarely differed greatly from the original PD Reports. A minimum of several writings, editings and typings; an extensive teletype transmission; separate ditto and multilith reproductions; and two distinct disseminations within CIA and to the intelligence community were required by this PD - CS Follow-up System. Extensive and excessive duplicate mail handlings, receiptings, readings, extractions and filings were also required of both CIA and other intelligence community personnel.

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SUGGESTION [REDACTED]

5. NEW SYSTEM - ADVANTAGES

Since adopting the new "TD" (Teletype Dissemination) System stimulated by these three employee suggestions, the reporting work load has been cut almost in half. (TAB G) A considerably curtailed teletype transmission, supplemented or supplanted by a single, more extensive (dittoed originally, now multilithed) hard copy dissemination by Cable Secretariat, now suffices to get this "Hot" information reported to the policy making and all other working levels of the intelligence community in a timely manner. Unnecessary and duplicate handling, readings, extractions, filings and references are eliminated. Backlogs of routine CS reports have been reduced and better quality finished intelligence reports are now being written with corresponding improvements in customer services. Reports Officers now have more time to devote to such essential and sometimes previously neglected, Intelligence Officer functions as: developing requirements, directing field collection efforts, and providing guidance to field personnel in producing more pertinent, accurate and complete reports.

6. SUGGESTED AWARDS

Because all three of the suggestions are so closely related, and all treat with ways and means to improve the timely dissemination of "hot" information, they have been handled as a package. They all played important parts in development of the present TD System. Without the contributions of any one of them it is doubtful whether the system would be as effective as it now is, or if there would even be a new TD Reports Dissemination System. Based on the following tangible savings and intangible benefits a package award of [REDACTED] is recommended. Suggested apportionment is also indicated.

a. SUGGESTIONS [REDACTED]

- (1) Tangible Savings - Complete elimination of all follow-up CS reports to initial PD reports resulted from adoption of these suggestions. This will prevent issuance this year (June 56-June 57) alone, of more than [REDACTED] such follow-ups which would have required the expenditures of more than [REDACTED] man hours of DD/P reports personnel time valued at approximately [REDACTED]

Recommended Award [REDACTED]

- (2) Intangible Benefits - The intangible benefits stemming from these suggestions, affecting as they do, not only CIA, but the entire intelligence community, are quite obviously and definitely in the public interest throughout the nation and beyond. Benefits are considered to be EXCEPTIONAL and of GENERAL APPLICATION. Recommended Award - [REDACTED]

- (3) Recommended Apportionment -

To the originators of [REDACTED]

To the originator of [REDACTED]

Total [REDACTED]

~~SECRET~~

~~SECRET~~

SUGGESTION [redacted]

25X1

b. SUGGESTION [redacted]

(1) Tangible Savings - While not as significant as Suggestions [redacted] nevertheless ties in with, and helps make possible the most effective realization of the myriad benefits of the other two suggestions. It lead to the development of the three TD Forms (TAB H) which now make possible the preparation and issuance of TDs as a standard 2-part document. Form 1k-2, "Transmittal of Teletyped Information Report" contains only the information which is not to be disseminated outside CIA, while the second part of the TD, Form 1k, "Teletyped Information Report and its "Continuation Sheet," Form 1k-1, contains only the information which may be disseminated to the rest of the intelligence community. This vastly simplified sterilization procedures, both for Cable Secretariat and all other Agency offices which are authorized to disseminate sterilized TDs to non CIA customers. Tangibly, Cable Secretariat will save annually [redacted] man hours of [redacted] typing and reproduction personnel labor valued at [redacted] Recommended Award - [redacted]

25X1  
25X1  
25X1

(2) Intangible Benefits - Benefits are considered to be MODERATE, with GENERAL APPLICATION. Recommended Award - [redacted]

25X1

(3) Total Award-

Recommend that the total award of [redacted] be given to the originator of [redacted]

25X1  
25X1

8 Attachments

- Tab A - Suggestion [redacted]
- Tab B - Suggestion [redacted]
- Tab C - Suggestion [redacted]
- Tab D - 12 References
- Tab E - Memo from Director of Personnel  
(Former Chief of Foreign Intelligence)
- Tab F - Old Procedure
- Tab G - New Procedure
- Tab H - Forms 1k, 1k-1 and 1k-2

25X1

[redacted]  
Chief, RQM/RC

25X1

[redacted]  
Cable Secretary

25X1

[redacted]  
Chief, Records Management Staff

~~SECRET~~

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